

## Charge to Promotion Committees

Thank you for agreeing to serve on this P&S promotion committee (Scientific and Technical Review Committee). The career progress of our staff is one of the most important indicators of our performance as a Lab and it is an issue that we take very seriously indeed. A rigorous process is essential to the integrity of the Lab, and is also necessary to provide the documentation to support our promotions, as our Contractor and Oversight Board, as well as DOE, reviews them. Your efforts in support of our staff members' career progress are greatly appreciated.

This Charge is intended as a guide for your work as you consider promotions from Associate Scientist to Scientist 1, or Scientist 1 to Scientist 2.

In general, ***your role is to construct and properly document the most convincing case possible for each promotion that you are asked to consider.***

Your recommendation on each case should be expressed in a letter from the committee chair to the Lab Director, which should also summarize the candidate's strengths and weaknesses, supported by the documentation, and include synopsis of external evaluations. As appendices to the committee chair's letter, you are asked to deliver the following documentation to support your recommendation:

- A letter from the candidate's supervisor, providing any input that he or she may wish to provide. Note that this is not considered an evaluation letter.
- The candidate's complete, accurate and verified CV, prepared according to the standard format.
- Six to ten evaluation letters from distinguished scientists at other institutions.

## Confidentiality

All of these materials included in a promotion file are considered to be CONFIDENTIAL and are to be treated as PII. It is also very important that all the committee's discussions are treated as absolutely CONFIDENTIAL and must not be disclosed to anyone outside the committee, other than the Promotion Coordinator or Lab Director. The discussions must especially be kept confidential from the candidate and his or her supervisor.

Only the Committee Chair shall communicate with the candidate, HR, and Promotion Coordinator. The remainder of committee membership is considered CONFIDENTIAL, and should not be revealed to anyone, especially the candidate and supervisor.

## Promotion Standards

The standards for promotion are necessarily written only in general terms (with criteria outlined in the Ames Laboratory's P&S Level Descriptions) and are open to a variety of interpretations that call for the application of wisdom and judgment. They can be met in different ways and there is no simple formula or scoring criterion that provides a simple answer to the question of whether a promotion is justified. The committee must, however, clearly document evidence for positive assessments.

### Promotion (or appointment) to Scientist 1

*The candidate must have a clearly established national reputation for excellence within his or her specialty. He or she must have achievements that match those of researchers at similar career points at other DOE national labs.*

### Promotion (or appointment) to Scientist 2

*The candidate must have a clearly established international reputation for leadership within his or her specialty, and excellent contributions in related areas. He or she must have achievements that match those of researchers at similar career points at other DOE national labs.*

Many factors can be considered in assessing whether the above standards have been met. These criteria (see P&S Level Description) may include, but are not limited to, the following:

- Research efforts and leadership therein
- Publications (quantity, quality, citations, selection as highlights)
- Patents
- Prizes, Awards and Fellowships
- Invited presentations at (inter)national scientific meetings and conferences or other institutions
- Proven ability to attract research funding, and serve as (co-)principle investigator.
- Leadership roles in Ames Lab research programs and scholarly activities and in professional societies
- Supervisory and collaborative roles - particularly with other DOE national labs
- Mentoring of younger researchers

Success needs to be demonstrated in several, *though not all of these areas*, to make a strong case for promotion. Importantly, upon the initial screening by committee, if the committee considers the case not evident for promotion (given the criteria) before the request for letters of evaluation, then the chair should follow Step 4 of the promotion procedures.

## Content of the Promotion File

### 1. Committee Chair's Letter

The letter is addressed to the Lab Director. (See full details in Step 5 and 6 of the Promotion Procedures.) The letter should summarize the content of the file and the committee's assessments, emphasizing both the strengths and weaknesses. (Failing to address the weaknesses can detract from the credibility of the letter, since all candidates have weaknesses.) It may quote short extracts from the evaluation letters to make particular points. The committee may seek (see Step 5 of the Procedures) internal letters to help support their assessment of candidate's Ames Lab leadership roles. It should close with the committee's recommendation and the numerical vote of the committee.

### 2. Supervisor's Letter

The letter is addressed to the committee, and it may address any aspect of the case that the supervisor wishes to draw to the committee's attention. It should indicate areas of strength and weakness from the supervisor's perspective. As above, failing to address weaknesses detracts from the credibility of the letter.

### 3. Complete CV and Personal Statement from Candidate

This must be prepared according to the established Ames Laboratory's template. Additional sections can be included as appropriate to reflect areas that the template does not address, but unverifiable information is *not* to be included. Examples of this are "papers submitted or under review" and "service as a referee." For sections where the candidate has no contribution, the entry should be "N/A" or "Not Applicable." These sections must not be removed. It is the duty of the candidate to ensure that the CV is complete, accurate, and up to date. Inaccuracy in the CV will be considered grounds for denial of the promotion. The Personal Statement from the candidate should outline the role played in research projects as major contributions; mentoring or supervising of postdocs, students, or other scientific staff; and the candidate's role in obtaining research funds.

### 4. Letters of Evaluation

**Letters of evaluation are to be solicited from experts in the field of the candidate.**

Each referee shall receive a formal request for an evaluation in the form of *the letter template* provided below. The writers should be independent and objective, have no conflict of interest, and they should represent a range of institutions in academia, government or industry that are appropriately distinguished.

- For promotion to Scientist 2, at least one third of the letters must come from referees outside the United States. It is helpful if a brief bio of each writer can be provided.

- Letters from inside Ames Lab or ISU will not be considered. Letters from family members, academic advisors, post-doc advisors or current or former students of the candidate will also not be considered.
- Approximately one half of the letters should come from referees nominated by the candidate, and the other half should come from writers identified by the committee, *without input from the candidate*, except that the candidate may provide a list of names not to be contacted.
- A list of the referees who have been contacted shall be provided, including those who do not respond. For each entry on the list, it must be indicated whether the writer was nominated by the candidate or by the committee.
- All letters that are received must be included in the file.